

U I A T ELIA 2-SR**EXECUTIVE SECRETARIAT****ROUTING SLIP**

TO:

		ACTION	INFO	DATE	INITIAL
1	DCI		X		
2	DDCI				
3	EXDIR				
4	D/ICS	X			
5	DDI				
6	DDA				
7	DDO				
8	DDS&T				
9	Chm/NIC				
10	GC				
11	IG				
12	Compt				
13	D/OCA				
14	D/PAO				
15	D/PERS				
16	D/Ex Staff				
17	IPC/ICS		X		
18					
19					
20					
21					
22					
SUSPENSE		Date			

Remarks

To 17: Please expedite a reply for
DCI's signature.

HL
Executive Secretary8/10/88

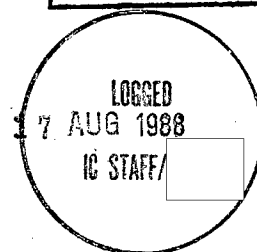
United States Court of Appeals
for the Ninth Circuit

Executive Registry

88-3280X

Chambers of
Stephen S. Trott
Circuit Judge
Room 666

United States Court Building
Boise, Idaho 83724



STAT

August 5, 1988

Hon. William H. Webster
The Director of
Central Intelligence
Washington, D.C. 20505

Dear Bill:

I return the enclosed questionnaire, noting that it did not get to me until August 4 -- after the due date of July 22, 1988. Curiously, it was addressed to me as Judge Trott, Assistant Attorney General c/o Department of Justice etc. Although dated June 29, 1988, it did not arrive at the Department until July 20, 1988. If I were you, I might not be very pleased with this failed attempt to gather information on the effectiveness of the Agency.

On a lighter note, judging goes well -- as does living in Idaho. I do not miss Washington at all, and I enjoy the weighty legal challenges that pile into my chambers everyday. It was a shame to see the Attorney General go out with such a burst of flak, but that is Washington, isn't it?

Yours sincerely,

Stephen S. Trott
United States Circuit Judge

Enclosures

DEPARTMENT OF JUSTICE
EXECUTIVE SECRETARIAT CONTROL DATA SHEET

*hude
should this
Trott? go to
like a personal
summary to me
Wag*

From: WEBSTER, WILLIAM H., DIRECTOR, CIA

To: ASG (TROT)

ODD: 07-22-88

Date Received: 07-20-88 Date Due: 07-22-88 Control #: X8072009088

Subject & Date

06-29-88 LETTER ENCLOSING A SURVEY FORM ON INTELLIGENCE
COMMUNITY PRODUCTION; REQUESTS THAT THE ASG COMPLETE AND
RETURN TO CIA BY 07-22-88.

Referred To:	Date:	Referred To:	Date:	
(1) ASG;KEATING	07-20-88	(5)		W/IN:
(2)		(6)		
(3)		(7)		PRTY:
(4)		(8)		1
INTERIM BY:		DATE:		OPR:
Sig. For: ASG		Date Released:		CYN

Remarks

(1) ADVISE EXEC. SEC. OF ACTION TAKEN.

Other Remarks:

FILE:

RECEIVED
JUL 20 3 40 PM '88
OFFICE OF THE
ATTORNEY GENERAL

THIS DOCUMENT MUST BE DISPOSED OF BY SHREDDING

The Director of Central Intelligence

Washington, D.C. 20505

29 June 1988

Contact:

Judge Stephen S. Trott
Assistant Attorney General
c/o Department of Justice
Constitution Avenue & Tenth Street, NW
Washington, DC 20530

RECEIVED
DEPT. OF JUSTICE
JUL 20 2 50 PM '88
EXECUTIVE SECRETARIAT
OFFICE OF THE
DEPUTY ATTORNEY GENERAL

STAT

Dear Judge Trott:

In 1981, the Intelligence Community conducted a survey of the senior policy makers of the Carter Administration to determine the effectiveness of the various forms of intelligence provided in their support. After the results were tallied and published, the Community was able to take steps to help make its product even more relevant to the US policymaking community.

Now as the term for the Reagan Administration comes to a close, the Intelligence Community is again anxious to learn how effective its support has been. We can only discover this information by learning how you in the policy community feel about our efforts and our products.

I am therefore asking for your help in filling out the enclosed survey form, which I am sending to selected senior policy makers throughout the Executive Department. I am also enclosing an additional survey form--printed in blue--for one of your staffers to fill out, if you think that individual has comments that we ought to have regarding our products and services. The form should take less than 30 minutes to complete, and I want to assure you that your responses will be treated with with the utmost confidentiality.

In filling out this form, you will be rendering a great service to all of us in the Intelligence Community. We will use your response, and those from the others, to tailor our products to the needs and preferences of our consumers.

We would like to receive the completed form by July 22; please use the enclosed self-addressed envelope for returning it to us.

Thank you for your help in this important matter.

Yours sincerely,



William H. Webster

Enclosures

1988 SURVEY ON INTELLIGENCE COMMUNITY PRODUCTION**INSTRUCTIONS FOR COMPLETING THIS QUESTIONNAIRE**

This survey has been designed to help us better understand your intelligence information requirements from the perspective of your most recent policymaking or policy support role. There are several open-ended items toward the end of this questionnaire. We urge you to take advantage of the opportunity they provide to express your opinions.

We plan to conduct a number of follow-up interviews. If you wish to participate in these so that we may more fully understand your concerns, you may indicate your willingness to do so in question 23.

Please return the completed survey in the enclosed addressed envelope. Thank you for your time and your help in this matter of importance to us all.

YOUR POLICY INTERESTS--SUBJECT BY REGION

1. Please place a check mark in those cells in the table below for the subject areas and geographic regions that have been of concern to you in your most recent policymaking or policy support role.

GEOGRAPHIC REGION	SUBJECT AREA					
	Political/ Diplomatic	Economic/ Energy	Military	Scientific & Techno- logical	Biographic	Other (specify below*)
Western Europe/ Canada	1	2	3	4	5	6
Soviet Union/ Eastern Europe	7	8	9	10	11	12
Latin America/ Caribbean	13	14	15	16	17	18
Middle East/ North Africa	19	20	21	22	23	24
Sub-Saharan Africa	25	26	27	28	29	30
South Asia	31	32	33	34	35	36
East Asia/ Pacific	37	38	39	40	41	42

* Specify other Subject Area (e.g., terrorism, low intensity conflict, narcotics, insurgency):

For you to fill out.

1988 SURVEY ON INTELLIGENCE COMMUNITY PRODUCTION

INSTRUCTIONS FOR COMPLETING THIS QUESTIONNAIRE

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We plan to conduct a number of follow-up interviews. If you wish to participate in these so that we may more fully understand your concerns, you may indicate your willingness to do so in question 23.

Please return the completed survey in the enclosed addressed envelope. Thank you for your time and your help in this matter of importance to us all.

YOUR POLICY INTERESTS--SUBJECT BY REG

1. Please place a check mark in those cells in the table below for the and geographic regions that have been of concern to you in your policymaking or policy support role.

For you to fill out.

GEOGRAPHIC REGION	SUBJECT AREA					
	Political/ Diplomatic	Economic/ Energy	Military	Scientific & Techno- logical	Biographic	Other (specify below*)
Western Europe/ Canada	1	2	3	4	5	6
Soviet Union/ Eastern Europe	7	8	9	10	11	12
Latin America/ Caribbean	13	14	15	16	17	18
Middle East/ North Africa	19	20	21	22	23	24
Sub-Saharan Africa	25	26	27	28	29	30
South Asia	31	32	33	34	35	36
East Asia/ Pacific	37	38	39	40	41	42

* Specify other Subject Area (e.g., terrorism, low intensity conflict, narcotics, insurgency):

USE OF INFORMATION

2. Please indicate the relative usefulness of the following sources of information in your policymaking or policy support role. Rank them on the left in the order of their usefulness in routine, non-crisis situations. Then rank them on the right in the order of their usefulness in high visibility crisis situations with short time frames and high stakes. (Place a "1" beside the most useful source, "2" beside the next most useful, "3" beside the third most useful, etc. Leave blank those sources that you would not use.)

ROUTINE	SOURCES OF INFORMATION	CRISIS
—	a. Routine unclassified products (e.g., the New York Times, the Washington Post, or the Economist)	—
—	b. Routine classified products of the Intelligence Community (e.g., the CIA NID or State's Morning Summary)	—
—	c. Informal contacts with colleagues outside the government	—
—	d. Informal contacts with colleagues inside the government	—
—	e. Formal tasking of intelligence units	—
—	f. Your organization's archives	—
—	g. Other (specify): _____	—

3. Below is a list of three levels of analysis. Please place a "1" beside the type that you most would prefer to receive, "2" beside your next most preferred, and "3" beside your least preferred.

—	a. Only the facts of a situation
—	b. A balanced interpretation of the facts
—	c. A range of alternative policy actions evaluated in the context of a balanced interpretation of the facts

4. Different **types** of information are listed below. Please rate each type on the following two scales by circling the number beside each item that represents the most appropriate scale alternative.

A. SCALE: How useful has this type of intelligence information been to you in your policymaking or policy support role?	
<p style="text-align: center;"> 1 = essential 2 = very useful 3 = somewhat useful 4 = of no use </p>	
RATING 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4	a. Information that keeps you informed about your specific areas of responsibility b. Information that keeps you generally informed about world affairs c. Information that addresses policy objectives of the current administration d. Information that is highly accurate even at the expense of timeliness

B. SCALE: How satisfied have you been with the performance of the Intelligence Community in providing you with this type of information?	
<p style="text-align: center;"> 1 = very satisfied 2 = satisfied 3 = dissatisfied 4 = very dissatisfied </p>	
RATING 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4	a. Information that keeps you informed about your specific areas of responsibility b. Information that keeps you generally informed about world affairs c. Information that addresses policy objectives of the current administration d. Information that is highly accurate even at the expense of timeliness

TASKING MECHANISMS

5. Different **mechanisms** for requesting intelligence information are listed below. Please rate each mechanism on the following two scales by circling the number beside each item that represents the most appropriate scale alternative.

<p>A. SCALE: How frequently have you requested intelligence information through this tasking mechanism?</p> <p style="text-align: center;"> 1 = daily 2 = weekly 3 = monthly 4 = less than monthly 5 = never </p>	
<p>RATING</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p>	<p>a. Tasking your staff (orally, by telephone, or in writing)</p> <p>b. Tasking the intelligence liaison office within your organization</p> <p>c. Tasking intelligence officers outside your organization directly</p> <p>d. Tasking Agency Directors or Deputy Directors directly</p> <p>e. Using a formal standing requirements system</p> <p>f. Other (specify): _____</p>

<p>B. SCALE: How useful has this tasking mechanism been to you (regardless of frequency of use)?</p> <p style="text-align: center;"> 1 = essential 2 = very useful 3 = somewhat useful 4 = of no use </p>	
<p>RATING</p> <p>1 2 3 4</p> <p>1 2 3 4</p> <p>1 2 3 4</p> <p>1 2 3 4</p> <p>1 2 3 4</p> <p>1 2 3 4</p>	<p>a. Tasking your staff (orally, by telephone, or in writing)</p> <p>b. Tasking the intelligence liaison office within your organization</p> <p>c. Tasking intelligence officers outside your organization directly</p> <p>d. Tasking Agency Directors or Deputy Directors directly</p> <p>e. Using a formal standing requirements system</p> <p>f. Other (specify): _____</p>

TASKING OF ORGANIZATIONS

6. Please indicate, using the scale to the left below, those **organizations** against whom you have had **standing** requirements for intelligence information. Then, using the scale on the right, indicate the frequency of your **ad hoc** requirements against those same organizations.

SCALE A: Do you have (or have you had) standing requirements for intelligence information from this organization? <div style="text-align: center;"> Yes No </div>	SCALE B: How frequently have you requested intelligence information from this organization on an ad hoc basis? <div style="text-align: center;"> 1 = daily 2 = weekly 3 = monthly 4 = less than monthly 5 = never </div>	
STANDING Yes No Yes No Yes No Yes No Yes No Yes No Yes No	a. Army, Navy, or Air Force b. Central Intelligence Agency c. Defense Intelligence Agency d. Federal Bureau of Investigation e. National Security Agency f. State Department g. Other (e.g., DEA, Coast Guard--specify): _____	AD HOC 1 2 3 4 5 1 2 3 4 5 1 2 3 4 5 1 2 3 4 5 1 2 3 4 5 1 2 3 4 5 1 2 3 4 5

SATISFACTION WITH TASKING RESPONSES

7. You have now identified the methods of tasking that you have employed and the organization(s) that you have tasked. Please indicate below **your general satisfaction with the results of your tasking** by circling the number beside each item that represents the most appropriate scale alternative.

SCALE: In general, how satisfied have you been with the results of your tasking? <div style="text-align: center;"> 1 = very satisfied 2 = satisfied 3 = dissatisfied 4 = very dissatisfied </div>	
RATING 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4	a. Timeliness of response b. Clarity of response c. Inclusion of relevant details d. Exclusion of extraneous material e. Other (specify): _____

8. Typically, when you have tasked an individual or organization with a request for intelligence information, the tasking was in response to **(circle only one)**:
- (1) an urgent situation currently in progress.
 - (2) a potentially urgent situation not yet fully developed.
 - (3) a specific situation with some time pressure, but no immediate urgency.
 - (4) circumstances involving no time pressure.
 - (5) Does not apply.
9. If you have ever operated without obtaining intelligence information when, at the time or in retrospect, you believed such support would have helped, please circle the reasons below. **(Circle all that apply.)**
- (1) I had requested information, but it arrived too late.
 - (2) I had requested information, but it never arrived.
 - (3) I did **not** request information because time pressure precluded waiting for its arrival.
 - (4) I did not think that the information would contribute anything of value.
 - (5) I believed that the information was unobtainable.
 - (6) Other (specify): _____
 - (7) Does not apply.

METHODS FOR PRESENTING INTELLIGENCE INFORMATION

10. We are interested in your experiences with and preferences among the ways in which intelligence information can be presented. Please rate the methods presented below on the following three scales by circling the number beside each item that represents the most appropriate scale alternative.

<p>A. SCALE: How much time have you typically spent reviewing intelligence information presented in this format?</p> <p style="text-align: center;"> 1 = over 1 hour/day 2 = over 1 hour/week 3 = over 1 hour/month 4 = under 1 hour/month 5 = none </p>	
<p>RATING</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p>	<p>a. Formal intelligence publications</p> <p>b. Written presentations prepared for you by intelligence officers (from within or outside your organization)</p> <p>c. Written presentations prepared for you by subordinates other than intelligence officers</p> <p>d. Oral presentations by intelligence officers (from within or outside your organization)</p> <p>e. Oral presentations by subordinates other than intelligence officers</p> <p>f. Videotaped presentations (e.g., NPIC highlights, profiles)</p> <p>g. Computer simulations or physical models (e.g., computer simulated city tours)</p> <p>h. Computer terminal displays (e.g., interactive computer data bases)</p> <p>i. Other (specify): _____</p>

B. SCALE: In general, how well have you liked (or disliked) this format for intelligence information that is presented to you?

- 1 = like very much
 2 = like
 3 = dislike
 4 = dislike very much
 5 = have no experience with this

RATING

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

- a. Formal intelligence **publications**
 b. **Written** presentations prepared for you by **intelligence officers** (from within or outside your organization)
 c. **Written** presentations prepared for you by **subordinates** other than intelligence officers
 d. **Oral** presentations by **intelligence officers** (from within or outside your organization)
 e. **Oral** presentations by **subordinates** other than intelligence officers
 f. **Videotaped** presentations (e.g., NPIC highlights, profiles)
 g. **Computer simulations** or **physical models** (e.g., computer simulated city tours)
 h. **Computer terminal displays** (e.g., interactive computer data bases)
 i. Other (specify): _____

C. SCALE: In general, how well has the level of detail of intelligence information presented in this format met your needs?

- 1 = too much detail
 2 = about right
 3 = too little detail
 4 = have no experience with this

RATING

1 2 3 4

1 2 3 4

1 2 3 4

1 2 3 4

1 2 3 4

1 2 3 4

1 2 3 4

1 2 3 4

1 2 3 4

- a. Formal intelligence **publications**
 b. **Written** presentations prepared for you by **intelligence officers** (from within or outside your organization)
 c. **Written** presentations prepared for you by **subordinates** other than intelligence officers
 d. **Oral** presentations by **intelligence officers** (from within or outside your organization)
 e. **Oral** presentations by **subordinates** other than intelligence officers
 f. **Videotaped** presentations (e.g., NPIC highlights, profiles)
 g. **Computer simulations** or **physical models** (e.g., computer simulated city tours)
 h. **Computer terminal displays** (e.g., interactive computer data bases)
 i. Other (specify): _____

11. How much of the intelligence information that you have received (oral or written) was summarized or otherwise edited by your staff before you received it?

- (1) All or almost all
 (2) Most
 (3) Some
 (4) None (If "None", skip to item 13)

12. If your staff did edit some or all of your intelligence information, for what were they editing? **(Circle all that apply.)**
- (1) To remove irrelevant material
 - (2) To reduce the length
 - (3) To improve clarity of presentation
 - (4) To integrate other intelligence information
 - (5) To identify or emphasize support for current policy concerns
 - (6) Other (specify): _____

TYPES OF INTELLIGENCE INFORMATION

13. We are interested in your experiences with and preferences among types of intelligence information. Please rate the types presented below on the following three scales by circling the number beside each type that represents the most appropriate scale alternative.

<p>A. SCALE: How much time have you typically spent reviewing this type of intelligence information?</p> <p style="text-align: center;"> 1 = over 1 hour/day 2 = over 1 hour/week 3 = over 1 hour/month 4 = under 1 hour/month 5 = none </p>	
<p>RATING</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p>	<p>a. Basic factual data (e.g., geographic, biographic, order of battle)</p> <p>b. Raw, uninterpreted intelligence reports (direct reporting by intelligence collectors with only brief annotation by the originating organization, e.g., attache' cables, NSA reporting of individual items, CIA Information Reports, Defense attache' reports, State cables, and FBIS reports)</p> <p>c. Current Intelligence (e.g., reporting on daily developments in such periodicals as the NID, State Morning Summary, DIA Morning Summary, or NSA general or topical summaries)</p> <p>d. In-depth predictive and analytic studies of specific issues (e.g., NIEs, assessments, research papers, Defense Research Assessments)</p> <p>e. Additional information you have requested on issues covered in an intelligence publication or briefing</p> <p>f. Intelligence analyses specifically prepared for the development of policy options or operational planning (e.g., SNIEs, Defense Estimates)</p> <p>g. Analyses and information originating outside the Intelligence Community (e.g., newspapers, periodicals, academic research)</p> <p>h. Other (specify): _____</p>

B. SCALE: How useful have you found this type of intelligence information?

- 1 = essential
 2 = very useful
 3 = somewhat useful
 4 = of no use
 5 = have no experience with this

RATING	
1 2 3 4 5	a. Basic factual data (e.g., geographic, biographic, order of battle)
1 2 3 4 5	b. Raw , uninterpreted intelligence reports (direct reporting by intelligence collectors with only brief annotation by the originating organization, e.g., attache' cables, NSA reporting of individual items, CIA Information Reports, Defense attache' reports, State cables, and FBIS reports)
1 2 3 4 5	c. Current Intelligence (e.g., reporting on daily developments in such periodicals as the NID, State Morning Summary, DIA Morning Summary, or NSA general or topical summaries)
1 2 3 4 5	d. In-depth predictive and analytic studies of specific issues (e.g., NIEs, assessments, research papers, Defense Research Assessments)
1 2 3 4 5	e. Additional information you have requested on issues covered in an intelligence publication or briefing
1 2 3 4 5	f. Intelligence analyses specifically prepared for the development of policy options or operational planning (e.g., SNIEs, Defense Estimates)
1 2 3 4 5	g. Analyses and information originating outside the Intelligence Community (e.g., newspapers, periodicals, academic research)
1 2 3 4 5	h. Other (specify): _____

C. SCALE: In general, how well has the level of detail of this type of intelligence information met your needs?

- 1 = too much detail
 2 = about right
 3 = too little detail
 4 = have no experience with this

RATING	
1 2 3 4	a. Basic factual data (e.g., geographic, biographic, order of battle)
1 2 3 4	b. Raw , uninterpreted intelligence reports (direct reporting by intelligence collectors with only brief annotation by the originating organization, e.g., attache' cables, NSA reporting of individual items, CIA Information Reports, Defense attache' reports, State cables, and FBIS reports)
1 2 3 4	c. Current Intelligence (e.g., reporting on daily developments in such periodicals as the NID, State Morning Summary, DIA Morning Summary, or NSA general or topical summaries)
1 2 3 4	d. In-depth predictive and analytic studies of specific issues (e.g., NIEs, assessments, research papers, Defense Research Assessments)
1 2 3 4	e. Additional information you have requested on issues covered in an intelligence publication or briefing
1 2 3 4	f. Intelligence analyses specifically prepared for the development of policy options or operational planning (e.g., SNIEs, Defense Estimates)
1 2 3 4	g. Analyses and information originating outside the Intelligence Community (e.g., newspapers, periodicals, academic research)
1 2 3 4	h. Other (specify): _____

PUBLICATIONS BY PRODUCING AGENCY

14. Listed below are some publications of the major intelligence producing organizations. Please place a check mark in the space beside each publication that has been useful to you in your policymaking or policy support role.

Intelligence Community Publications

- ☐ a. National Intelligence Estimates (NIE)
- ☐ b. Interagency Intelligence Memoranda (IIM)
- ☐ c. Special National Intelligence Estimates (SNIE)
- ☐ d. Alert Memoranda
- ☐ e. Other IC reports (specify): _____

CIA Publications

- ☐ f. National Intelligence Daily (NID)
- ☐ g. International Economic and Energy Weekly (IEEW)
- ☐ h. Other periodic reviews (e.g., Soviet Review, European Review, Africa Review, Latin America Review, Near East and South Asia Review, Terrorism Review, Leadership Review, International Narcotics Review, Science & Weapons Daily Review)
- ☐ i. Intelligence assessments, research papers
- ☐ j. Typescripts
- ☐ k. Reference aids
- ☐ l. FBIS Daily Reports
- ☐ m. Other CIA reports (specify): _____

DIA and DoD Publications

- ☐ n. Defense Intelligence Summary (DIS)
- ☐ o. Defense Intelligence Notices, Appraisals, and Warning Reports
- ☐ p. Defense Research Comment
- ☐ q. Defense Estimative Brief
- ☐ r. Scientific and technical reports (e.g., from DIA, FTD, FSTC, NISC)
- ☐ s. Other DIA or DoD reports (specify): _____

Department of State Publications

- ☐ t. State Morning and Section II Summaries
- ☐ u. Intelligence Research Reports
- ☐ v. INR periodic magazines (e.g., African Trends, South American Highlights, Economic Commentary, East Asia-Pacific Dynamics, Soviet East European Review, Geographic Notes, Western Europe and Canada Issues and Trends, Political Military Analysis)
- ☐ w. Other State reports (specify): _____

NSA Publications

- ☐ x. NSA SIGINT Summaries
- ☐ y. Daily area event summaries
- ☐ z. Periodic topical summaries
- ☐ aa. Other NSA reports (specify): _____

INTELLIGENCE INFORMATION CONCERNS

15. How would you prefer to make your needs and concerns regarding intelligence reporting known to the Intelligence Community? **(Circle all that apply.)**
 - (1) Periodic visits to you by intelligence officers
 - (2) Feedback questionnaires inserted into intelligence reports with envelopes pre-addressed to the report originator
 - (3) Periodic surveys such as this one during the course of the Administration
 - (4) Other (specify): _____
16. What has been the overall effect upon your work of the atmosphere created by intelligence information leaks to the media?
 - (1) My work has been seriously hampered.
 - (2) My work has been somewhat hampered.
 - (3) My work has been unaffected.
 - (4) My work has been aided.
17. To what extent have security controls on intelligence information affected your ability to use that information?
 - (1) My work has been seriously hampered.
 - (2) My work has been somewhat hampered.
 - (3) My work has been unaffected.
 - (4) My work has been aided.
18. How do you feel about efforts within the Intelligence Community to protect sources, methods, and intelligence information?
 - (1) I understand and agree with the reasons for protecting all classified material.
 - (2) I understand the reasons for protecting some classified material; I assume that good reasons exist for protecting all such material.
 - (3) I do not know why classified material must be protected, but I assume the Intelligence Community has good reasons.
 - (4) While I understand why some classified material must be protected, some of it should be releasable.
 - (5) I do not agree with the Intelligence Community. Much more good than harm would be done by releasing classified material.
19. Thinking about your most recent policy role, how would you define "intelligence" as distinct from other types of information?

20. In your experience, what kinds of intelligence information have you needed but been unable to get? Please be as specific as possible.

21. Please suggest ways that intelligence producers can improve the usefulness and quality of their support to you.

22. Please list specific issues or countries for which there is an important need for more or better intelligence information.

23. Some respondents to this survey will be asked to expand and clarify their responses in a short follow-up interview. May we call on you if such an interview is deemed appropriate?

- (1) I would very much like to discuss my responses in more detail.
- (2) If necessary, you may interview me.
- (3) No.

1988 SURVEY ON INTELLIGENCE COMMUNITY PRODUCTION

NAME: _____ TITLE: _____

ORGANIZATION: _____

INSTRUCTIONS FOR COMPLETING THIS QUESTIONNAIRE

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We plan to conduct a number of follow-up interviews. If you wish to participate in these so that we may more fully understand your concerns, you may indicate your willingness to do so in question 23.

Please return the completed survey in the enclosed addressed envelope. Thank you for your time and your help in this matter of importance to us all.

YOUR POLICY INTERESTS--SUBJECT BY REGION

1. Please place a check mark in those cells in the table below for the subject areas and geographic regions that have been of concern to you in your most recent policymaking or policy support role.

GEOGRAPHIC REGION	SUBJECT AREA					
	Political/ Diplomatic	Economic/ Energy	Military	Scientific & Techno- logical	Biographic	Other (specify below*)
Western Europe/ Canada	1	2	3	4	5	6
Soviet Union/ Eastern Europe	7	8	9	10	11	12
Latin America/ Caribbean	13	14	15	16	17	18
Middle East/ North Africa	19	20	21	22	23	24
Sub-Saharan Africa	25	26	27	28	29	30
South Asia	31	32	33	34	35	36
East Asia/ Pacific	37	38	39	40	41	42

* Specify other Subject Area (e.g., terrorism, low intensity conflict, narcotics, insurgency):

To be filled out by a subordinate, if appropriate

1988 SURVEY ON INTELLIGENCE COMMUNITY PRODUCTION

NAME: _____ TITLE: _____

ORGANIZATION: _____

INSTRUCTIONS FOR COMPLETING THIS QUESTIONNAIRE

This survey has been designed to help us better understand your intelligence requirements from the perspective of your most recent policymaking or There are several open-ended items toward the end of this questionnaire take advantage of the opportunity they provide to express your opinions

We plan to conduct a number of follow-up interviews. If you wish to participate so that we may more fully understand your concerns, you may indicate do so in question 23.

To be filled out by a subordinate, if appropriate

Please return the completed survey in the enclosed addressed envelope. Thank you for your time and your help in this matter of importance to us all.

YOUR POLICY INTERESTS--SUBJECT BY REGION

- Please place a check mark in those cells in the table below for the subject areas and geographic regions that have been of concern to you in your most recent policymaking or policy support role.

GEOGRAPHIC REGION	SUBJECT AREA					
	Political/ Diplomatic	Economic/ Energy	Military	Scientific & Techno- logical	Biographic	Other (specify below*)
Western Europe/ Canada	1	2	3	4	5	6
Soviet Union/ Eastern Europe	7	8	9	10	11	12
Latin America/ Caribbean	13	14	15	16	17	18
Middle East/ North Africa	19	20	21	22	23	24
Sub-Saharan Africa	25	26	27	28	29	30
South Asia	31	32	33	34	35	36
East Asia/ Pacific	37	38	39	40	41	42

* Specify other Subject Area (e.g., terrorism, low intensity conflict, narcotics, insurgency):

USE OF INFORMATION

2. Please indicate the relative usefulness of the following sources of information in your policymaking or policy support role. Rank them on the left in the order of their usefulness in routine, non-crisis situations. Then rank them on the right in the order of their usefulness in high visibility crisis situations with short time frames and high stakes. (Place a "1" beside the most useful source, "2" beside the next most useful, "3" beside the third most useful, etc. Leave blank those sources that you would not use.)

ROUTINE	SOURCES OF INFORMATION	CRISIS
—	a. Routine unclassified products (e.g., the New York Times, the Washington Post, or the Economist)	—
—	b. Routine classified products of the Intelligence Community (e.g., the CIA NID or State's Morning Summary)	—
—	c. Informal contacts with colleagues outside the government	—
—	d. Informal contacts with colleagues inside the government	—
—	e. Formal tasking of intelligence units	—
—	f. Your organization's archives	—
—	g. Other (specify): _____	—

3. Below is a list of three levels of analysis. Please place a "1" beside the type that you most would prefer to receive, "2" beside your next most preferred, and "3" beside your least preferred.

—	a. Only the facts of a situation
—	b. A balanced interpretation of the facts
—	c. A range of alternative policy actions evaluated in the context of a balanced interpretation of the facts

4. Different **types** of information are listed below. Please rate each type on the following two scales by circling the number beside each item that represents the most appropriate scale alternative.

<p>A. SCALE: How useful has this type of intelligence information been to you in your policymaking or policy support role?</p> <p>1 = essential 2 = very useful 3 = somewhat useful 4 = of no use</p>	
<p>RATING 1 2 3 4</p>	<p>a. Information that keeps you informed about your specific areas of responsibility</p>
<p>1 2 3 4</p>	<p>b. Information that keeps you generally informed about world affairs</p>
<p>1 2 3 4</p>	<p>c. Information that addresses policy objectives of the current administration</p>
<p>1 2 3 4</p>	<p>d. Information that is highly accurate even at the expense of timeliness</p>

<p>B. SCALE: How satisfied have you been with the performance of the Intelligence Community in providing you with this type of information?</p> <p>1 = very satisfied 2 = satisfied 3 = dissatisfied 4 = very dissatisfied</p>	
<p>RATING 1 2 3 4</p>	<p>a. Information that keeps you informed about your specific areas of responsibility</p>
<p>1 2 3 4</p>	<p>b. Information that keeps you generally informed about world affairs</p>
<p>1 2 3 4</p>	<p>c. Information that addresses policy objectives of the current administration</p>
<p>1 2 3 4</p>	<p>d. Information that is highly accurate even at the expense of timeliness</p>

TASKING MECHANISMS

5. Different **mechanisms** for requesting intelligence information are listed below. Please rate each mechanism on the following two scales by circling the number beside each item that represents the most appropriate scale alternative.

<p>A. SCALE: How frequently have you requested intelligence information through this tasking mechanism?</p> <p style="text-align: center;"> 1 = daily 2 = weekly 3 = monthly 4 = less than monthly 5 = never </p>	
<p>RATING</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p>	<p>a. Tasking your staff (orally, by telephone, or in writing)</p> <p>b. Tasking the intelligence liaison office within your organization</p> <p>c. Tasking intelligence officers outside your organization directly</p> <p>d. Tasking Agency Directors or Deputy Directors directly</p> <p>e. Using a formal standing requirements system</p> <p>f. Other (specify): _____</p>

<p>B. SCALE: How useful has this tasking mechanism been to you (regardless of frequency of use)?</p> <p style="text-align: center;"> 1 = essential 2 = very useful 3 = somewhat useful 4 = of no use </p>	
<p>RATING</p> <p>1 2 3 4</p> <p>1 2 3 4</p> <p>1 2 3 4</p> <p>1 2 3 4</p> <p>1 2 3 4</p> <p>1 2 3 4</p>	<p>a. Tasking your staff (orally, by telephone, or in writing)</p> <p>b. Tasking the intelligence liaison office within your organization</p> <p>c. Tasking intelligence officers outside your organization directly</p> <p>d. Tasking Agency Directors or Deputy Directors directly</p> <p>e. Using a formal standing requirements system</p> <p>f. Other (specify): _____</p>

TASKING OF ORGANIZATIONS

6. Please indicate, using the scale to the left below, those **organizations** against whom you have had **standing** requirements for intelligence information. Then, using the scale on the right, indicate the frequency of your **ad hoc** requirements against those same organizations.

SCALE A: Do you have (or have you had) standing requirements for intelligence information from this organization? <div style="text-align: center;"> Yes No </div>	SCALE B: How frequently have you requested intelligence information from this organization on an ad hoc basis? <div style="text-align: center;"> 1 = daily 2 = weekly 3 = monthly 4 = less than monthly 5 = never </div>	
STANDING Yes No Yes No Yes No Yes No Yes No Yes No Yes No	a. Army, Navy, or Air Force b. Central Intelligence Agency c. Defense Intelligence Agency d. Federal Bureau of Investigation e. National Security Agency f. State Department g. Other (e.g., DEA, Coast Guard--specify): _____	AD HOC 1 2 3 4 5 1 2 3 4 5 1 2 3 4 5 1 2 3 4 5 1 2 3 4 5 1 2 3 4 5 1 2 3 4 5

SATISFACTION WITH TASKING RESPONSES

7. You have now identified the methods of tasking that you have employed and the organization(s) that you have tasked. Please indicate below **your general satisfaction with the results of your tasking** by circling the number beside each item that represents the most appropriate scale alternative.

SCALE: In general, how satisfied have you been with the results of your tasking? <div style="text-align: center;"> 1 = very satisfied 2 = satisfied 3 = dissatisfied 4 = very dissatisfied </div>	
RATING 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4	a. Timeliness of response b. Clarity of response c. Inclusion of relevant details d. Exclusion of extraneous material e. Other (specify): _____

8. Typically, when you have tasked an individual or organization with a request for intelligence information, the tasking was in response to **(circle only one)**:
- (1) an urgent situation currently in progress.
 - (2) a potentially urgent situation not yet fully developed.
 - (3) a specific situation with some time pressure, but no immediate urgency.
 - (4) circumstances involving no time pressure.
 - (5) Does not apply.
9. If you have ever operated without obtaining intelligence information when, at the time or in retrospect, you believed such support would have helped, please circle the reasons below. **(Circle all that apply.)**
- (1) I had requested information, but it arrived too late.
 - (2) I had requested information, but it never arrived.
 - (3) I did **not** request information because time pressure precluded waiting for its arrival.
 - (4) I did not think that the information would contribute anything of value.
 - (5) I believed that the information was unobtainable.
 - (6) Other (specify): _____
 - (7) Does not apply.

METHODS FOR PRESENTING INTELLIGENCE INFORMATION

10. We are interested in your experiences with and preferences among the ways in which intelligence information can be presented. Please rate the methods presented below on the following three scales by circling the number beside each item that represents the most appropriate scale alternative.

<p>A. SCALE: How much time have you typically spent reviewing intelligence information presented in this format?</p> <p style="text-align: center;"> 1 = over 1 hour/day 2 = over 1 hour/week 3 = over 1 hour/month 4 = under 1 hour/month 5 = none </p>	
<p>RATING</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p>	<p>a. Formal intelligence publications</p> <p>b. Written presentations prepared for you by intelligence officers (from within or outside your organization)</p> <p>c. Written presentations prepared for you by subordinates other than intelligence officers</p> <p>d. Oral presentations by intelligence officers (from within or outside your organization)</p> <p>e. Oral presentations by subordinates other than intelligence officers</p> <p>f. Videotaped presentations (e.g., NPIC highlights, profiles)</p> <p>g. Computer simulations or physical models (e.g., computer simulated city tours)</p> <p>h. Computer terminal displays (e.g., interactive computer data bases)</p> <p>i. Other (specify): _____</p>

B. SCALE: In general, how well have you liked (or disliked) this format for intelligence information that is presented to you?

- 1 = like very much
 2 = like
 3 = dislike
 4 = dislike very much
 5 = have no experience with this

RATING	
1 2 3 4 5	a. Formal intelligence publications
1 2 3 4 5	b. Written presentations prepared for you by intelligence officers (from within or outside your organization)
1 2 3 4 5	c. Written presentations prepared for you by subordinates other than intelligence officers
1 2 3 4 5	d. Oral presentations by intelligence officers (from within or outside your organization)
1 2 3 4 5	e. Oral presentations by subordinates other than intelligence officers
1 2 3 4 5	f. Videotaped presentations (e.g., NPIC highlights, profiles)
1 2 3 4 5	g. Computer simulations or physical models (e.g., computer simulated city tours)
1 2 3 4 5	h. Computer terminal displays (e.g., interactive computer data bases)
1 2 3 4 5	i. Other (specify): _____

C. SCALE: In general, how well has the level of detail of intelligence information presented in this format met your needs?

- 1 = too much detail
 2 = about right
 3 = too little detail
 4 = have no experience with this

RATING	
1 2 3 4	a. Formal intelligence publications
1 2 3 4	b. Written presentations prepared for you by intelligence officers (from within or outside your organization)
1 2 3 4	c. Written presentations prepared for you by subordinates other than intelligence officers
1 2 3 4	d. Oral presentations by intelligence officers (from within or outside your organization)
1 2 3 4	e. Oral presentations by subordinates other than intelligence officers
1 2 3 4	f. Videotaped presentations (e.g., NPIC highlights, profiles)
1 2 3 4	g. Computer simulations or physical models (e.g., computer simulated city tours)
1 2 3 4	h. Computer terminal displays (e.g., interactive computer data bases)
1 2 3 4	i. Other (specify): _____

11. How much of the intelligence information that you have received (oral or written) was summarized or otherwise edited by your staff before you received it?

- (1) All or almost all
 (2) Most
 (3) Some
 (4) None (If "None", skip to item 13)

12. If your staff did edit some or all of your intelligence information, for what were they editing? **(Circle all that apply.)**
- (1) To remove irrelevant material
 - (2) To reduce the length
 - (3) To improve clarity of presentation
 - (4) To integrate other intelligence information
 - (5) To identify or emphasize support for current policy concerns
 - (6) Other (specify): _____

TYPES OF INTELLIGENCE INFORMATION

13. We are interested in your experiences with and preferences among types of intelligence information. Please rate the types presented below on the following three scales by circling the number beside each type that represents the most appropriate scale alternative.

<p>A. SCALE: How much time have you typically spent reviewing this type of intelligence information?</p> <p style="text-align: center;"> 1 = over 1 hour/day 2 = over 1 hour/week 3 = over 1 hour/month 4 = under 1 hour/month 5 = none </p>	
<p>RATING</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p>	<p>a. Basic factual data (e.g., geographic, biographic, order of battle)</p> <p>b. Raw, uninterpreted intelligence reports (direct reporting by intelligence collectors with only brief annotation by the originating organization, e.g., attache' cables, NSA reporting of individual items, CIA Information Reports, Defense attache' reports, State cables, and FBIS reports)</p> <p>c. Current Intelligence (e.g., reporting on daily developments in such periodicals as the NID, State Morning Summary, DIA Morning Summary, or NSA general or topical summaries)</p> <p>d. In-depth predictive and analytic studies of specific issues (e.g., NIEs, assessments, research papers, Defense Research Assessments)</p> <p>e. Additional information you have requested on issues covered in an intelligence publication or briefing</p> <p>f. Intelligence analyses specifically prepared for the development of policy options or operational planning (e.g., SNIEs, Defense Estimates)</p> <p>g. Analyses and information originating outside the Intelligence Community (e.g., newspapers, periodicals, academic research)</p> <p>h. Other (specify): _____</p>

B. SCALE: How useful have you found this type of intelligence information?

- 1 = essential
 2 = very useful
 3 = somewhat useful
 4 = of no use
 5 = have no experience with this

RATING	
1 2 3 4 5	a. Basic factual data (e.g., geographic, biographic, order of battle)
1 2 3 4 5	b. Raw , uninterpreted intelligence reports (direct reporting by intelligence collectors with only brief annotation by the originating organization, e.g., attache' cables, NSA reporting of individual items, CIA Information Reports, Defense attache' reports, State cables, and FBIS reports)
1 2 3 4 5	c. Current Intelligence (e.g., reporting on daily developments in such periodicals as the NID, State Morning Summary, DIA Morning Summary, or NSA general or topical summaries)
1 2 3 4 5	d. In-depth predictive and analytic studies of specific issues (e.g., NIEs, assessments, research papers, Defense Research Assessments)
1 2 3 4 5	e. Additional information you have requested on issues covered in an intelligence publication or briefing
1 2 3 4 5	f. Intelligence analyses specifically prepared for the development of policy options or operational planning (e.g., SNIEs, Defense Estimates)
1 2 3 4 5	g. Analyses and information originating outside the Intelligence Community (e.g., newspapers, periodicals, academic research)
1 2 3 4 5	h. Other (specify): _____

C. SCALE: In general, how well has the level of detail of this type of intelligence information met your needs?

- 1 = too much detail
 2 = about right
 3 = too little detail
 4 = have no experience with this

RATING	
1 2 3 4	a. Basic factual data (e.g., geographic, biographic, order of battle)
1 2 3 4	b. Raw , uninterpreted intelligence reports (direct reporting by intelligence collectors with only brief annotation by the originating organization, e.g., attache' cables, NSA reporting of individual items, CIA Information Reports, Defense attache' reports, State cables, and FBIS reports)
1 2 3 4	c. Current Intelligence (e.g., reporting on daily developments in such periodicals as the NID, State Morning Summary, DIA Morning Summary, or NSA general or topical summaries)
1 2 3 4	d. In-depth predictive and analytic studies of specific issues (e.g., NIEs, assessments, research papers, Defense Research Assessments)
1 2 3 4	e. Additional information you have requested on issues covered in an intelligence publication or briefing
1 2 3 4	f. Intelligence analyses specifically prepared for the development of policy options or operational planning (e.g., SNIEs, Defense Estimates)
1 2 3 4	g. Analyses and information originating outside the Intelligence Community (e.g., newspapers, periodicals, academic research)
1 2 3 4	h. Other (specify): _____

PUBLICATIONS BY PRODUCING AGENCY

14. Listed below are some publications of the major intelligence producing organizations. Please place a check mark in the space beside each publication that has been useful to you in your policymaking or policy support role.

Intelligence Community Publications

- ☐ a. National Intelligence Estimates (NIE)
- ☐ b. Interagency Intelligence Memoranda (IIM)
- ☐ c. Special National Intelligence Estimates (SNIE)
- ☐ d. Alert Memoranda
- ☐ e. Other IC reports (specify): _____

CIA Publications

- ☐ f. National Intelligence Daily (NID)
- ☐ g. International Economic and Energy Weekly (IEEW)
- ☐ h. Other periodic reviews (e.g., Soviet Review, European Review, Africa Review, Latin America Review, Near East and South Asia Review, Terrorism Review, Leadership Review, International Narcotics Review, Science & Weapons Daily Review)
- ☐ i. Intelligence assessments, research papers
- ☐ j. Typescripts
- ☐ k. Reference aids
- ☐ l. FBIS Daily Reports
- ☐ m. Other CIA reports (specify): _____

DIA and DoD Publications

- ☐ n. Defense Intelligence Summary (DIS)
- ☐ o. Defense Intelligence Notices, Appraisals, and Warning Reports
- ☐ p. Defense Research Comment
- ☐ q. Defense Estimative Brief
- ☐ r. Scientific and technical reports (e.g., from DIA, FTD, FSTC, NISC)
- ☐ s. Other DIA or DoD reports (specify): _____

Department of State Publications

- ☐ t. State Morning and Section II Summaries
- ☐ u. Intelligence Research Reports
- ☐ v. INR periodic magazines (e.g., African Trends, South American Highlights, Economic Commentary, East Asia-Pacific Dynamics, Soviet East European Review, Geographic Notes, Western Europe and Canada Issues and Trends, Political Military Analysis)
- ☐ w. Other State reports (specify): _____

NSA Publications

- ☐ x. NSA SIGINT Summaries
- ☐ y. Daily area event summaries
- ☐ z. Periodic topical summaries
- ☐ aa. Other NSA reports (specify): _____

INTELLIGENCE INFORMATION CONCERNS

15. How would you prefer to make your needs and concerns regarding intelligence reporting known to the Intelligence Community? **(Circle all that apply.)**
- (1) Periodic visits to you by intelligence officers
 - (2) Feedback questionnaires inserted into intelligence reports with envelopes pre-addressed to the report originator
 - (3) Periodic surveys such as this one during the course of the Administration
 - (4) Other (specify): _____
16. What has been the overall effect upon your work of the atmosphere created by intelligence information leaks to the media?
- (1) My work has been seriously hampered.
 - (2) My work has been somewhat hampered.
 - (3) My work has been unaffected.
 - (4) My work has been aided.
17. To what extent have security controls on intelligence information affected your ability to use that information?
- (1) My work has been seriously hampered.
 - (2) My work has been somewhat hampered.
 - (3) My work has been unaffected.
 - (4) My work has been aided.
18. How do you feel about efforts within the Intelligence Community to protect sources, methods, and intelligence information?
- (1) I understand and agree with the reasons for protecting all classified material.
 - (2) I understand the reasons for protecting some classified material; I assume that good reasons exist for protecting all such material.
 - (3) I do not know why classified material must be protected, but I assume the Intelligence Community has good reasons.
 - (4) While I understand why some classified material must be protected, some of it should be releasable.
 - (5) I do not agree with the Intelligence Community. Much more good than harm would be done by releasing classified material.
19. Thinking about your most recent policy role, how would you define "intelligence" as distinct from other types of information?

20. In your experience, what kinds of intelligence information have you needed but been unable to get? Please be as specific as possible.

21. Please suggest ways that intelligence producers can improve the usefulness and quality of their support to you.

22. Please list specific issues or countries for which there is an important need for more or better intelligence information.

23. Some respondents to this survey will be asked to expand and clarify their responses in a short follow-up interview. May we call on you if such an interview is deemed appropriate?

- (1) I would very much like to discuss my responses in more detail.
- (2) If necessary, you may interview me.
- (3) No.